

HEWLETT EVALUATION DATASET – LIST OF COMMON VARIABLES		
U.S. Institute Evaluation Questions Note: EPA, FERC, and DOI cases are evaluated using the U.S. Institute questionnaires.	Corresponding Questions	
	Oregon	Florida
<i>Parties – Conclusion of Process Questionnaire</i>		
<b>1. Which category best describes you with respect to your participation in this case?</b>		
CHECK THE MOST APPROPRIATE BOX ONLY.		
1a. Elected Official		1a
1b. Representative of a governmental agency		1b
1c. Representative of a Native American tribe		1c
1d. Representative of a non-governmental organization		1d-g
1e. Individual representing himself/herself		1h-i
<b>2. To the best of your knowledge when did this controversy begin to be an issue for you or your organization?</b>		
Month	1a	3a
Year	1b	3b
<b>3. When did the organization or interest you represent become involved in the controversy?</b>		
Month	2a	4a
Year	2b	4b
<b>4. What was the total number of months during which you were engaged in working on resolving the project or controversy using this process?</b>		
Number of months	3	5
<b>5. To what extent have you had previous experience with the following processes?</b>		
PLEASE RATE YOUR PREVIOUS EXPERIENCE WITH EACH OF THE PROCESSES LISTED BELOW USING A SCALE WHERE “0” INDICATES “NO EXPERIENCE AT ALL” AND A “10” INDICATES “I COULD LEAD THE PROCESS.”		
5a. Negotiation	4a	6a
5b. Assisted (facilitated) negotiation		6c
5c. Mediation	4h	6b
5d. Judicial Settlement conference	4b	6f
5e. Public participation	4c	6d
5f. Litigation	4d	6e
5g. Rule Making	4e	6g + 6h
5h. Arbitration	4f	6i
5j. Administrative Proceedings (e.g., agency appeals process, contested case hearing, agency order)	4g	6j

USIECR, EPA, FERC and DOI	Oregon	Florida
<b>6. Please rate the following statements about the project or controversy.</b>		
USE A SCALE WHERE "0" INDICATES "TOTALLY DISAGREE" AND A "10" INDICATES "TOTALLY AGREE."		
6a. We could not have progressed as far as we did using any other process of which I am aware.	5a	7a
6b. I am now clear about the core of my disagreement with the other parties in this controversy.	5c	7f
6c. My first choice would be to use this type of process again for similar situations.	5e	7c
6d. I would recommend this type of process to others in a similar situation without hesitation.	5f	7d
ANSWER THE FOLLOWING QUESTION FOR EACH NEUTRAL WHO WAS INVOLVED IN YOUR PROCESS. PLACE THE FIRST NAME OF EACH NEUTRAL (UP TO 3 SEPARATE NETURALS) IN THE SPACE PROVIDED TO THE LEFT OF QUESTION AND ANSWER THE QUESTION FOR EACH NEUTRAL.		
6e. If I were involved in a similar controversy I would be happy to work with the neutral named on the left.	5b	
6f. If I were involved in a similar controversy I would be happy to work with the neutral named on the left.		
6g. If I were involved in a similar controversy I would be happy to work with the neutral named on the left.		
<b>7. Please assess the extent to which the key parties (individuals and representatives of groups) were engaged in the collaborative process.</b>		
INDICATE YOUR AGREEMENT WITH THE STATEMENTS USING A SCALE WHERE "0" INDICATES "TOTALLY DISAGREE" AND A "10" INDICATES "TOTALLY AGREE."		
7a. All of the parties that were needed were part of the process from the start.	6a	8a
7b. All of the parties were fully engaged in the process.	6b	8b
7c. All of the parties (individuals and representatives of groups) participating in the process had the authority to accept or reject an agreement.	6c	8c
7d. At no time did one of the parties dominate to the detriment of the process or others.	6d	8d
7e. All of the parties that were needed continued to be engaged so long as their involvement was necessary.	6e	8e
7f. Representatives of groups kept their members / constituents informed during the process.		8f
<b>8. Please assess the overall process used.</b>		
INDICATE YOUR AGREEMENT WITH THE STATEMENTS USING A SCALE WHERE "0" INDICATES "TOTALLY DISAGREE" AND A "10" INDICATES "TOTALLY AGREE."		
8a. I felt comfortable speaking candidly about our real interests.	7a	7e
8b. When we started I felt that there was a reasonable chance of resolving the controversy using this approach.	7b	7b
8c. All of the parties were sufficiently flexible on all the key issues.	7c	8g
8d. I now feel much more comfortable discussing our disagreements with the other parties in this controversy.	7d	
8e. We did not have trouble scheduling meetings with other parties (reverse wording).		7g
8f. The costs of participating in the process were affordable for us (reverse wording).	7e	7h
8g. The time required for us to engage fully in the process was fully within our capacity	7f	7i
8h. The skills we have matched what was required for us to fully engage in the process.	7g	7j
8i. The process was easy to understand (reverse wording).	7h	7k
8j. It was clear what was expected of us in this process (reverse wording).	7i	7l

USIECR, EPA, FERC and DOI	Oregon	Florida
<b>9. Your case had more than one neutral (facilitator or mediator). Please tell us how well the first neutral helped the parties engage in the process.</b>		
<i>IT DOES NOT MATTER WHICH NEUTRAL YOU NAME FIRST. PLACE THE FIRST NAME OF THE FIRST NEUTRAL IN THE SPACE BELOW AND RATE EACH STATEMENT AS INSTRUCTED. THEN GO TO 9B FOR THE SECOND NEUTRAL, PLACE HIS/HER FIRST NAME IN THE SPACE PROVIDED AND COMPLETE THE QUESTION. USE 9C TO PROVIDE INFORMATION REGARDING THE THIRD NEUTRAL, IF APPLICABLE.</i>		
INDICATE YOUR AGREEMENT WITH THE STATEMENTS USING A SCALE WHERE "0" INDICATES "TOTALLY DISAGREE" AND A "10" INDICATES "TOTALLY AGREE" (FOR THE ABOVE-NAMED NEUTRAL WHO WAS INVOLVED WITH YOUR PROCESS).		
9a. The neutral always understood the issues being discussed.	8a	9a
9b. The parties followed the direction of the neutral.	8b	9b
9c. We did not have a problem finding convenient times to meet with the neutral.	8c	9c
9d. The neutral was accessible to help with emerging issues and problems.	8d	9d
9e. The neutral understood our concerns.	8e	
9f. The neutral made sure that the concerns of all parties were heard.	8f	9e
9g. The neutral made sure that the concerns of all parties were addressed.	8g	9f
9h. The neutral helped us manage our time well.	8h	9g
9i. The neutral made sure that we all had a <i>roadmap</i> of where we were going with the process.	8i	9h
9j. The neutral ensured that all parties were fully engaged in the process	8j	9i
9k. When things got tense the neutral was always able to help us find ways to move ahead constructively.	8k	9j
<b>9B. Please tell us how well the second neutral (facilitator or mediator) helped the parties engage in the process.</b>		
INDICATE YOUR AGREEMENT WITH THE STATEMENTS USING A SCALE WHERE "0" INDICATES "TOTALLY DISAGREE" AND A "10" INDICATES "TOTALLY AGREE" (FOR THE ABOVE-NAMED NEUTRAL WHO WAS INVOLVED WITH YOUR PROCESS).		
9b a. The neutral always understood the issues being discussed.		
9b b. The parties followed the direction of the neutral.		
9b c. We did not have a problem finding convenient times to meet with the neutral.		
9b d. The neutral was accessible to help with emerging issues and problems.		
9b e. The neutral understood our concerns.		
9b f. The neutral made sure that the concerns of all parties were heard.		
9b g. The neutral made sure that the concerns of all parties were addressed.		
9b h. The neutral helped us manage our time well.		
9b i. The neutral made sure that we all had a <i>roadmap</i> of where we were going with the process.		
9b j. The neutral ensured that all parties were fully engaged in the process		
9b k. When things got tense the neutral was always able to help us find ways to move ahead constructively.		
IF THERE WERE THREE NEUTRALS FOR YOUR PROCESS, COMPLETE 9C BELOW. IF THERE WERE TWO NEUTRALS GO TO 10.		

USIECR, EPA, FERC and DOI	Oregon	Florida
<b>9C. Please tell us how well the third neutral (facilitator or mediator) helped the parties engage in the process.</b>		
INDICATE YOUR AGREEMENT WITH THE STATEMENTS USING A SCALE WHERE “0” INDICATES “TOTALLY DISAGREE” AND A “10” INDICATES “TOTALLY AGREE” (FOR THE ABOVE-NAMED NEUTRAL WHO WAS INVOLVED WITH YOUR PROCESS).		
9c a. The neutral always understood the issues being discussed.		
9c b. The parties followed the direction of the neutral.		
9c c. We did not have a problem finding convenient times to meet with the neutral.		
9c d. The neutral was accessible to help with emerging issues and problems.		
9c e. The neutral understood our concerns.		
9c f. The neutral made sure that the concerns of all parties were heard.		
9c g. The neutral made sure that the concerns of all parties were addressed.		
9c h. The neutral helped us manage our time well.		
9c i. The neutral made sure that we all had a <i>roadmap</i> of where we were going with the process.		
9c j. The neutral ensured that all parties were fully engaged in the process		
9c k. When things got tense the neutral was always able to help us find ways to move ahead constructively.		
<b>10. What is your level of satisfaction with the process?</b>		
INDICATE YOUR AGREEMENT WITH THE STATEMENTS USING A SCALE WHERE “0” INDICATES “TOTALLY DISAGREE” AND A “10” INDICATES “TOTALLY AGREE.”		
10a. Overall, I am very satisfied with the process.	9a	10a
10b. I was fully satisfied with the way that the parties were able to work together.	9c	10c
10c. I was fully satisfied that all of the key affected interests were represented.	9d	10d
10d. I was fully satisfied that we addressed all of the key issues.	9e	10e
10e. I was fully satisfied that we fully explored the interests of all key parties in this controversy.	9f	10f
10f. I was fully satisfied with the options we developed in working towards reaching an agreement.	9g	
10g. I was fully satisfied with the process we used in working towards developing and finalizing an agreement.	9h	
<i>Answer the following question for each neutral who was involved in your process. Place the first name of each neutral (up to 3 separate neutrals) in the space provided to the left of question and provide a rating for each neutral</i>		
10h. I was fully satisfied with the services provided by the neutral named on the left	9b	10b
10i. I was fully satisfied with the services provided by the neutral named on the left		
10j. I was fully satisfied with the services provided by the neutral named on the left		

<b>USIECR, EPA, FERC and DOI</b>	<b>Oregon</b>	<b>Florida</b>
<b>11. How well are you now able to work with the other parties who participated in this process?</b>		
INDICATE YOUR AGREEMENT WITH THE STATEMENTS USING A SCALE WHERE “0” INDICATES “TOTALLY DISAGREE” AND A “10” INDICATES “TOTALLY AGREE.”		
PLEASE NOTE THAT THIS QUESTION APPLIES TO YOUR CURRENT RELATIONSHIP WITH THE OTHER PARTIES IN THE DISPUTE.		
11a. I can now meet with all of the other parties to discuss issues of concern.	10a	
11b. I can now resolve significant problems with the other parties without needing the assistance of a third party neutral.	10b	
11c. I can now work productively with all of the parties on other controversial issues.	10c	
11d. I can better communicate my concerns in a way that is more likely to lead to resolution of the issues.	10d	
<b>12. What are some of the gains from participating in this process?</b>		
INDICATE YOUR AGREEMENT WITH THE STATEMENTS USING A SCALE WHERE “0” INDICATES “TOTALLY DISAGREE” AND A “10” INDICATES “TOTALLY AGREE.”		
12a. In comparison with my experience before the process, I am better able to address significant issues before they escalate.	11a	
12b. I am better able to address issues closer to the point at which they arise than I was before the process.	11b	
12c. In comparison with my experience before the process, I can work much more productively with other parties on issues where we have disagreements.	11c	11a
12d. I am much better at managing conflicts with parties with whom I have consistently had disagreements than I was before the process.	11d	11b
12e. In comparison with my experience before the process, I can better communicate my needs and concerns in a way that does not cause others to be defensive.	11e	11c
12f. In the future I am more likely to know when a collaborative process can help us reach agreements or resolve controversies or disputes.	11f	11h
12g. It is now easier to discuss controversial issues with the other parties who participated in this process. (Use “NA” if you have not had an opportunity to communicate or work with the other parties.)		
12h. I no longer need the assistance of a third party to resolve significant problems with the other parties who participated in this process. (Use “NA” if you have not had an opportunity to communicate or work with the other parties.)		
12i. I can now express my interests on controversial subjects in a more effective way.		
12j. I can better communicate my concerns in a way that is more likely to lead to resolution of the issues.		
12k. This experience has made me a more effective problem-solver.		

USIECR, EPA, FERC and DOI	Oregon	Florida
<b>13. Have you previously been engaged in a process that you would regard as similar to this one where you had a similar role?</b>		
Yes		
No (GO TO 16)		
<b>14. Can you briefly describe that other process and tell us when it occurred?</b>		
<b>15. How would you compare that other process to the current one?</b>		
INDICATE YOUR AGREEMENT WITH THE STATEMENTS USING A SCALE WHERE "0" INDICATES "TOTALLY DISAGREE" AND A "10" INDICATES "TOTALLY AGREE."		
15a. The current controversy required much more time from my organization.		
15b. The collaborative process for the current controversy cost a lot more than the other process.		
15c. The current controversy is much more important to my organization.		
15d. The agreement for the current controversy will cost a lot more to implement.		
15e. I think that the agreement for the current controversy will prove more durable.		
<b>16. What progress did you make in the current process in reaching agreement on the issues in controversy?</b>		
INDICATE YOUR AGREEMENT WITH THE STATEMENTS USING A SCALE WHERE "0" INDICATES "TOTALLY DISAGREE" AND A "10" INDICATES "TOTALLY AGREE."		
16a. We were able to reduce the total number of issues we started with to a small number of differences.	12a	12a
16b. We were able to separate substantive differences from differences that had more to do with factors such as communications style and personality.	12b	12b
16c. We were able to identify the key differences that had to be addressed if the controversy was to be resolved.	12c	12c
16d. When we came close to an agreement, signing was delayed.		
16e. When we came close to an agreement, signing was prevented because some parties had not sufficiently consulted their organization / constituent group.	12d	12e
<b>17. What is the current status of the process in which you were involved?</b>		
CHECK THE MOST APPROPRIATE BOX ONLY. "AGREEMENT" INCLUDES COLLABORATIVE DECISIONS IN THE FORM OF PLANS, PROPOSALS, RECOMMENDATIONS OR SIGNED FORMAL AGREEMENTS TO, FOR EXAMPLE, SETTLE A DISPUTE.		
17a. We have given up without much progress. (GO TO 21)	13a	13a
17b. We are finished for now, but we continue to work on our differences. (GO TO 21)	13b	13b
17c. We failed to reach a satisfactory agreement and are going to court. (GO TO 21)	13c	13c
17d. We have reached an agreement but the final decision makers have yet to sign.	13d	13d
17e. Everyone has signed the agreement, but we have not yet started to implement it.	13e	13e
17f. Everyone has signed the agreement, and we are in the process of implementing it.	13f	13f
17g. Everyone has signed the agreement, and it has been implemented as agreed.	13g	13g
17h. Everyone has signed the agreement, and it has been implemented with agreed changes.	13h	13h

USIECR, EPA, FERC and DOI	Oregon	Florida
<b>18. What is your assessment of the agreement that was reached?</b>		
INDICATE YOUR LEVEL OF CONCURRENCE WITH THE STATEMENTS USING A SCALE WHERE “0” INDICATES “TOTALLY DISAGREE” AND A “10” INDICATES “TOTALLY AGREE.” PLEASE RECALL THAT IN THE STATEMENTS “AGREEMENT” INCLUDES COLLABORATIVE DECISIONS IN THE FORM OF PLANS, PROPOSALS, RECOMMENDATIONS OR SIGNED FORMAL AGREEMENTS.		
18a. Our agreement has sufficient flexibility to sustain future changes in underlying conditions.	14a	14a
18b. Our agreement addresses all of the difficult issues and differences.	14b	14b
18c. Nothing was left unresolved in our agreement.	14c	14c
18d. Our agreement includes responsibilities and roles for implementation.	14d	14d
18e. I am confident that all the parties have a similar understanding of key terms in the agreement.	14e	14e
<b>19. What is your forecast of the durability of the agreement that was reached?</b>		
INDICATE YOUR AGREEMENT WITH THE STATEMENTS USING A SCALE WHERE “0” INDICATES “TOTALLY DISAGREE” AND A “10” INDICATES “TOTALLY AGREE.” PLEASE RECALL THAT IN THE STATEMENTS “AGREEMENT” INCLUDES COLLABORATIVE DECISIONS IN THE FORM OF PLANS, PROPOSALS, RECOMMENDATIONS OR SIGNED FORMAL AGREEMENTS TO, FOR EXAMPLE, SETTLE A DISPUTE.		
19a. I expect the agreement to be implemented fully.	15a	15a
19b. I expect that this controversy is over and I will not have to deal with it again.	15b	15b
19c. I expect to be dealing with this controversy again but, with the agreement in place, it will not be difficult to resolve issues.	15c	15c
<b>20. How satisfied were you with the agreement?</b>		
INDICATE YOUR AGREEMENT WITH THE STATEMENTS USING A SCALE WHERE “0” INDICATES “TOTALLY DISAGREE” AND A “10” INDICATES “TOTALLY AGREE.” PLEASE RECALL THAT IN THE STATEMENTS “AGREEMENT” INCLUDES COLLABORATIVE DECISIONS IN THE FORM OF PLANS, PROPOSALS AND RECOMMENDATIONS, OR SIGNED FORMAL AGREEMENTS TO, FOR EXAMPLE, SETTLE A DISPUTE.		
20a. I feel that the agreement takes full account of my or my group’s interests.	16a	16a
20b. I feel that the agreement can be implemented.	16b	16b
20c. I am confident that the parties have built a strong enough relationship with each other to ensure that the agreement will last.	16c	16e
<b>21. Were there any other benefits to you or your organization from participating in the process other than those benefits suggested in several earlier questions?</b>		
PLEASE LIST ANY IN THE SPACE BELOW.		

<b>USIECR, EPA, FERC and DOI</b>	<b>Oregon</b>	<b>Florida</b>
<b>22. What is your best estimate of how many hours you spent personally?</b>		
YOU MIGHT WANT TO CONSULT TIME SHEETS, A DAY PLANNER OR SOME OTHER SOURCE IF YOU ARE NOT CONFIDENT ABOUT YOUR RECALL OF THE TIME YOU HAVE SPENT.		
22a hours ---directly on the collaborative process (meetings and follow-up activities)	17	17a
22b hours ---preparing for the process		17b
<b>23. What is your best estimate of how many hours other senior people in your organization spent?</b>		
YOU MIGHT WANT TO CONSULT OTHERS AND ASK THEM TO CHECK TIME SHEETS, A DAY PLANNER OR SOME OTHER SOURCE IF THEY ARE NOT CONFIDENT ABOUT THEIR RECALL OF THE TIME THEY SPENT.		
23a hours ---directly on the collaborative process (meetings and follow-up activities)	18 (all staff)	18a
23b hours ---preparing for the process		18b
<b>24. What is your best estimate of how many hours support staff in your organization spent?</b>		
YOU MIGHT WANT TO CONSULT OTHERS AND ASK THEM TO CHECK TIME SHEETS, A DAY PLANNER OR SOME OTHER SOURCE IF THEY ARE NOT CONFIDENT ABOUT THEIR RECALL OF THE TIME THEY SPENT.		
24a hours ---directly on the collaborative process (meetings and follow-up activities)		19a
24b hours ---preparing for the process		19b
<b>25. If volunteers were involved in the process, what is your best estimate of how many hours they spent?</b>		
DO NOT INCLUDE TIME ALREADY ESTIMATED FOR QUESTIONS 22, 23 OR 24. YOU MIGHT WANT TO ASK THE VOLUNTEERS TO CONSULT TIME SHEETS, A DAY PLANNER OR SOME OTHER SOURCE IF THEY ARE NOT CONFIDENT ABOUT THEIR RECALL OF THE TIME THEY SPENT. IF VOLUNTEERS WERE NOT INVOLVED PLEASE INDICATE WITH "NA".		
25a hours ---directly on the collaborative process (meetings and follow-up activities)		
25b hours ---preparing for the process		



USIECR, EPA, FERC and DOI	Oregon	Florida
<b>26. What is the best estimate of your organization's dollar costs, not including the value of individuals' time?</b> PLEASE COMPLETE THE TABLE BELOW FOR THE PERIOD DURING WHICH YOU WERE INVOLVED IN THE PROCESS. INCLUDE COSTS INCURRED DURING THE PROCESS AND OTHER COSTS INCURRED TO PREPARE FOR THE PROCESS, SUCH AS COSTS FOR MEETING WITH OTHERS IN YOUR ORGANIZATION, ETC. PLEASE USE NA FOR COST CATEGORIES THAT DO NOT APPLY.	19	20
26a. Est. Cost: Any payment made as part of the agreement		20a
26b. Est. Cost: Attorneys and other legal costs		20b
26c. Est. Cost: Technical assistance and advice		20c
26d. Est. Cost: Contribution towards the services of the neutral		20d
26e. Est. Cost: Room or facilities rental, catering for meetings, etc.		20e
26f. Est. Cost: Accommodation and meals for travel		20f
26g. Est. Cost: Travel		20g
26h. Est. Cost: Expenses to assist volunteers to participate in the process		
26i. Est. Cost: Other (PLEASE SPECIFY) _____		20i
26k. Est. Cost: Other (PLEASE SPECIFY) _____		
<b>27. Please rate the quality of the information you had available to you in the following categories.</b> INDICATE YOUR ASSESSMENT OF THE QUALITY OF EACH TYPE OF INFORMATION USING A SCALE WHERE "0" INDICATES "THE QUALITY OF THE INFORMATION WAS TOTALLY INADEQUATE FOR OUR NEEDS" AND A "10" INDICATES WE HAD THE BEST INFORMATION AVAILABLE." IF YOUR CASE DID NOT REQUIRE ONE OR MORE OF THE TYPES OF INFORMATION, PLEASE INDICATE WITH "NA".		
27a Quality of scientific information (GO TO 29)		21a
27b Quality of legal information (GO TO 29)		21b
27c Quality of economic information (GO TO 29)		21c
27d Quality of other information (GO TO 28)		21d
<b>28. What was the other information that you referred to in the previous question?</b>		
<b>29. Do you have any comments that you would like to add? If so, please use the space below and additional pages if you like. We are very interested in your thoughts and reflections on how these processes can be improved.</b>	21	25

HEWLETT EVALUATION DATASET USIECR, EPA, FERC, and DOI	Oregon	Florida
<i>ECR Neutral/Practitioner Questionnaire</i>		
<b>1. Name of project/case</b>		
<b>2. Who is your primary USIECR contact for this project/case?</b>		
<b>3. How many sessions (including telephone calls and meetings) were held working in conjunction with this particular process?</b>		
Number of sessions	8	16a-d
<b>4. How much time did you spend on this project?</b>		
Number of hours billed	9a	17
Estimated unbilled hours	9b	
<b>5. What type of collaborative process was used in this project? CHECK THE MOST APPROPRIATE BOX ONLY.</b>		
Facilitation of collaborative consensus building activities to develop a plan, rule or set of recommendations		12a
Mediation of a dispute		12b
Neutral evaluation		12c
Fact-finding		12d
Mini trial		
Other (SPECIFY)		12e
<b>6. What was the primary service that you provided? CHECK THE MOST APPROPRIATE BOX ONLY.</b>		
Process design		
Facilitation	11b	
Mediation	11a	
Other (SPECIFY)	11c+d	
<b>7. If this project arose now, would you recommend using the same process?</b>		
Yes (GO TO 11)	12a	
No, would not have used any collaborative process.	12b	
No, would have used a different collaborative process. (SPECIFY THEN GO TO 10)	12c	
<b>8. Given what you know now, why was a collaborative process not appropriate in this project?</b>	13	

USIECR, EPA, FERC, and DOI	Oregon	Florida
<b>9. What process would have worked best?</b> CHECK ONE ONLY		
Discussion or negotiation (without a third party)	14a	14a
Judicial settlement conference	14b	14b
Wait for more opportune circumstances	14c	14c
Do nothing	14d	14d
Legislation	14e	14e
Arbitration	14f	14f
Rule making without a neutral	14g	14g
Litigation	14h	14h
Administrative proceedings (i.e. appeals process)	14i	14i
Other (PLEASE SPECIFY)	14j	14j
<b>10. What are the main reasons that the process you selected in the previous question would have worked better?</b> CHECK ONLY TWO		
Less time needed		15l
Better outcomes	15a	15b
Would have required fewer resources to get to the same point	15b	15c
Would have achieved more	15c	15d
Better relationships among the parties	15d	15e
Better long term improvement in the collaborative skills of the parties	15e	15f
Fewer resources needed in the future on this controversy	15f	15g
Legal precedent needed	15g	15h
Authoritative resolution needed	15h	15i
Process would have more legitimacy or credibility with parties		15j
Other (PLEASE SPECIFY)		15k
<b>11. Were there organizations or interests that were not included, but that you now think should have been included.</b>		
Yes	16a	19a
No (GO TO 13)	16b	19b
<b>12. Please rate the impact of the absence of these parties, who in hindsight you think should have participated, on the success of the process.</b>		
ANSWER USING A SCALE WHERE A "0" INDICATES "DID NOT MATTER" AND A "10" INDICATES "LASTING SOLUTION NOT POSSIBLE WITHOUT THEM."		
Rating	17	20

USIECR, EPA, FERC, and DOI	Oregon	Florida
<b>13. Please rate the level of engagement of the parties in determining the process that was used.</b>		
ANSWER EACH USING A SCALE WHERE A "0" INDICATES "TOTALLY DISAGREE" AND A "10" INDICATES "TOTALLY AGREE."		
_____ a) All of the parties who were involved in the process were fully engaged early on in determining which process should be used.	18a	
_____ b) Problems arose from some of the parties not being involved in determining which process should be used.	18b	
If you want to comment further please do so without identifying individuals.		
<b>14. To the best of your knowledge, what was the level of engagement of the parties in selecting the neutral?</b>		
ANSWER EACH USING A SCALE WHERE A "0" INDICATES "TOTALLY DISAGREE" AND A "10" INDICATES "TOTALLY AGREE." IF YOU DO NOT KNOW INDICATE WITH "DK" IN THE SPACE PROVIDED FOR A RATING.		
_____ 14a) All of the parties who were involved in the subsequent process participated fully in selecting the neutral.	19a	
_____ 14b) Problems arose from some of the parties not being involved in selecting the neutral.	19b	
<b>15. Was it essential for you to receive technical input in the substantive areas of this project?</b>		
CHECK "NO" OR ALL THAT APPLY.		
No	20a	
Legal expertise	20b	
Technical/scientific expertise	20c	
Economic expertise	20d	
Other issues (PLEASE SPECIFY)	20e	
<b>16. Were any of the following types of training and assistance provided to the parties in the process?</b>		
CHECK "NO" OR ALL THAT APPLY.		
Training and assistance provided by you.		
Coaching provided by you.		
Training and assistance provided by outside sources.		
No (GO TO 21)		

USIECR, EPA, FERC, and DOI	Oregon	Florida
<b>17. What types of assistance were provided?</b> CHECK ALL THAT APPLY		
Technical/Scientific		
Legal		
Economic/Financial		
Process skills (e.g., negotiation, collaborative problem solving)		
Other (PLEASE DESCRIBE)		
<b>18. Was the training and assistance equally provided to all parties?</b>		
Yes (GO TO 20)		
No		
<b>19. What parties received the training and assistance?</b>		
<b>20. When was the training/assistance/coaching provided?</b> CHECK ALL THAT APPLY		
In a session or sessions prior to the start of the process.		
Imbedded in interaction with the parties during the process.		
Other (PLEASE EXPLAIN)		
<b>21. In hindsight, were you the right practitioner for this assignment?</b>		
Yes	21a	
Possibly not (COMMENT BELOW)	21b	
No (COMMENT BELOW)	21c	

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<b>22. How would you describe the level of collaboration among the parties the last few times they worked together?</b>		
ANSWER EACH USING A SCALE WHERE A "0" INDICATES "TOTALLY DISAGREE" AND A "10" INDICATES "TOTALLY AGREE."		
_____ 22a) Parties understood each other's fundamental interests.	22a	22a
_____ 22b) Parties constructively managed discussion of their interests.	22b	22b
_____ 22c) The parties complied with the ground rules.	22d	
_____ 22d) All the parties treated each other with respect.	22e	
_____ 22e) The parties are now better able to communicate constructively together without the assistance of a third party.	22f	22d
_____ 22f) Parties sought solutions that met the common needs of all parties.	22c	22c
_____ 22g) As a result of their participation in this process parties are likely to work together more constructively in the future.	22g	22e
<b>23. How would you describe progress the parties made on the issues?</b>		
ANSWER EACH USING A SCALE WHERE A "0" INDICATES "TOTALLY DISAGREE" AND A "10" INDICATES "TOTALLY AGREE."		
_____ 23a) The parties narrowed the number of issues in this controversy.	23a	23a
_____ 23b) The parties were able to identify and focus on the key issues in this controversy.	23b	23b
_____ 23c) Did not pursue options that were legally unfeasible.	23d	23d
_____ 23d) Did not pursue options that were politically unfeasible.	23e	23e
_____ 23e) The parties eliminated technically unfeasible options.	23c	23c
_____ 23d) Did not pursue options that were economically unfeasible.	22f	23f
<b>24. Please rate the level of engagement of the parties in the process that was used.</b>		
ANSWER EACH USING A SCALE WHERE A "0" INDICATES "TOTALLY DISAGREE" AND A "10" INDICATES "TOTALLY AGREE."		
_____ 24a) All of the parties were fully engaged in the process.	24a	24a
_____ 24b) It was a problem that some of the parties were not fully engaged in the process.	24b	24b
If you want to comment further please do so below without identifying individuals.		

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<b>25. Did the process conclude in an agreement?</b>		
“AGREEMENT” INCLUDES COLLABORATIVE DECISIONS IN THE FORM OF PLANS, PROPOSALS, RECOMMENDATIONS OR SIGNED FORMAL AGREEMENTS RESOLVING A DISPUTE. CHECK THE MOST APPROPRIATE BOX ONLY.		
No agreement on any issues.	25a	26a
Yes, reached agreement.	25b	26e
Agreement on some issues.	25c	26b
Agreement on most issues.		26c
Agreement reached by participants but subject to approval by others.	25d	26d
<b>26. If the parties reached an agreement, what was the level of engagement of the parties in reaching this agreement?</b>		
ANSWER EACH USING A SCALE WHERE A “0” INDICATES “TOTALLY DISAGREE” AND A “10” INDICATES “TOTALLY AGREE.”		
_____ a) All the parties were fully engaged in reaching the agreement.	26a	27a
_____ b) It was a problem that some of the parties were not fully engaged.	26b	27b
If you want to comment further please do so below without identifying individuals.		
<b>27. In your opinion how complete is the agreement?</b>		
ANSWER EACH QUESTION BASED ON REFERENCE TO THE ACTUAL AGREEMENT USING A SCALE WHERE A “0” INDICATES “TOTALLY ABSENT FROM THE AGREEMENT” AND A “10” INDICATES “FULLY ADDRESSED IN THE AGREEMENT.” USE “NA” IF QUESTIONS ARE NOT APPLICABLE TO THE PROJECT.		
_____ 27a) The agreement addresses the resources needed for its implementation.	27a	28a
_____ 27b) The agreement provides workable means for adapting to important unanticipated circumstances or changes in conditions.	27b	28b
_____ 27c) Agreement is implementable.	27d	28d
_____ 27d) No critical issues are left unaddressed.	27c	28c
_____ 27e) Agreement is described in a way that ensures parties will know when it is fully implemented.	27f	28f
_____ 27f) Legal requirements have been addressed.	27e	28e
_____ 27g) Agreement is specific.	27h	28h
_____ 27h) Everything that could otherwise derail the agreement is addressed.	27g	28g
_____ 27i) Everything that could adversely impact the durability of the agreement is addressed.	27i	28i
_____ 27j) Agreement includes conditions under which the parties will reconvene.	27j	28j
_____ 27k) The parties have established benchmarks to determine if the agreement is accomplishing the agreed objectives.	27k	28k
If you want to comment further please do so below:	27l	

USIECR, EPA, FERC, and DOI	Oregon	Florida
<b>28. When did the participants in the collaborative process sign the agreement?</b>		
Month _____	28a	
Year _____	28b	
<b>29. When did all the decision-makers sign the agreement?</b>		
Month _____		
Year _____		
<b>30. Is the agreement being implemented?</b>		
Yes	29a	
No	29b	
Partly		
Don't Know	29c	
<b>31. Explain the basis of your response to the previous question.</b>	30	
<b>32. In your opinion, is the agreement likely to be durable?</b>		
Yes	31a	32a
No	31b	32b
Don't Know	31c+d	32c
<b>33. Elaborate the basis of your response to the previous question.</b>	32	
<b>34. Rate the difficulty of developing and implementing an effective collaborative process for this case.</b>		
ANSWER USING A SCALE WHERE "0" INDICATES "EASY" AND A "10" INDICATES "IMPOSSIBLE."	33	
_____ Rating		
<b>35. Compared to similar cases, how difficult was it for the parties to reach agreement?</b>		
ANSWER USING A SCALE WHERE A "0" INDICATES "EASY" AND A "10" INDICATES "IMPOSSIBLE."		
_____ Rating	34	
<b>36. Are you aware of any problems or barriers to participation in the process?</b>		
FOR EXAMPLE, WAS THERE ANY BIAS ON THE PART OF THE PARTIES AGAINST THE PROCESS USED, INSUFFICIENT CAPACITY OF SOME OF THE PARTIES, PROBLEMS DUE TO GEOGRAPHY, TIMING, ETC.?		
Yes (PLEASE ELABORATE) _____	35(?)	
No		



USIECR, EPA, FERC, and DOI	Oregon	Florida
<b>37. Rate the level of satisfaction of the parties with the process.</b>		
ANSWER USING A SCALE WHERE A "0" INDICATES "ABSOLUTELY DISSATISFIED" AND A "10" INDICATES "TOTALLY SATISFIED."		
_____ 37a) Level of satisfaction of the party who felt best about the process.	36a	36a
_____ 37b) Level of satisfaction of the party who felt worst about the process.	36b	36b
_____ 37c) Level of satisfaction with the process of most (mode) of the parties.	36c	36c
<b>38. Rate the level of satisfaction of the parties with the outcome.</b>		
ANSWER USING A SCALE WHERE A "0" INDICATES "ABSOLUTELY DISSATISFIED" AND A "10" INDICATES "TOTALLY SATISFIED."		
_____ a) Level of satisfaction of the party who felt best about the outcome.	37a	37a
_____ b) Level of satisfaction with the outcome of most (mode) of the parties.	37b	37b
_____ c) Level of satisfaction of the party who felt worst about the outcome.	37c	37c
<b>39. The parties will be surveyed within the next two weeks. When would be a good time to survey the parties a second time to assess how well the parties are working together, their level of satisfaction, and the status of the project and implementation of any agreements reached?</b>		
In 3 months	38a	38a
In 6 months	38b	38b
In 9 months	38c	38c
In 12 months	38d	38d
Other (SPECIFY) _____	38e	38e
<b>40. Please rate the quality of the information you had available to you in the following categories.</b>		
INDICATE YOUR ASSESSMENT OF THE QUALITY OF EACH TYPE OF INFORMATION USING A SCALE WHERE "0" INDICATES "THE QUALITY OF THE INFORMATION WAS TOTALLY INADEQUATE FOR OUR NEEDS" AND A "10" INDICATES "WE HAD THE BEST INFORMATION AVAILABLE." IF YOUR CASE DID NOT REQUIRE ONE OR MORE OF THE TYPES OF INFORMATION PLEASE INDICATE WITH "NA."		
_____ Quality of scientific information (GO TO 42)		
_____ Quality of legal information (GO TO 42)		
_____ Quality of economic information (GO TO 42)		
_____ Quality of other information (GO TO 41)		
<b>41. What was the other information that you referred to in the previous question?</b>		

<b>USIECR, EPA, FERC, and DOI</b>	<b>Oregon</b>	<b>Florida</b>
<b>42. Do you have any comments that you would like to add?</b> If so please use the space below and additional pages if you like. We are very interested in your thoughts and reflections on how these processes can be improved		
<b>43. THE EVALAUTION ALSO ASKS PARTIES FOR INFORMATION ABOUT THE CASE. PLEASE PROVIDE THE FOLLOWING INFORMATION ABOUT THE PARTIES TO HELP US CONTACT THEM FOR THE EVALUATION. USE AN ADDITIONAL SHEET IF NEEDED.</b>		40